

Coconino County Tabletop Exercise (TTX)

Presented to the Public Safety Communications Advisory Commission

Robert Rowley

Coconino County Emergency Manager

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Public Safety Interoperable Communications Office

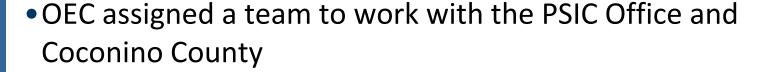


Technical Assistance Grant

- The Department of Homeland Security (DHS) Office of Emergency Communications (OEC) Interoperable Communications Technical Assistance Program (ICTAP) provided a NECP Goal 2 Technical Assistance (TA) Grant to Arizona – September 7, 2012
 - OP-TTX Communications-Focused Table top Exercise (TTX)
- After receiving their NECP Goal 2 Report, Coconino County began closing their communications gaps by working with the Public Safety Interoperable Communications (PSIC) Office to complete their Tactical Interoperable Communications Plan (TICP)
- The Communications Focused TTX was offered to Coconino County to test their recently completed TICP



Technical Assistance Grant

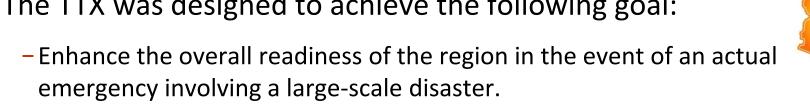




- A preplanning conference was held, meeting dates were identified and the Coconino County Emergency Manager was identified as the point of contact for the Coconino County Tabletop Exercise (TTX)
- Meeting Schedule:
 - Initial Planning Conference December 12, 2012
 - Final Planning Conference January 22, 2013
 - Tabletop Exercise (TTX) February 18, 2013
 - Quick Look Meeting February 19, 2013
 - After Action Conference March 26, 2013

Goals and Objectives

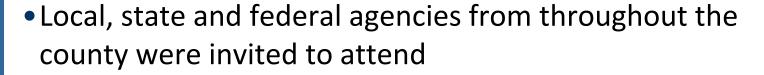
The TTX was designed to achieve the following goal:



- The TTX focused on the following objectives:
 - Review the policies, procedures, plans, and assets for operable and interoperable communications available to or required by exercise participants.
 - Exercise regional communications plans.
 - Discuss the ability of the participating public safety personnel to rapidly and effectively establish interoperable communications in the case of a major, multi-agency incident.
 - Determine the capability gaps of communication systems used by regional agencies in response to a multi-jurisdictional incident.



Initial Planning Conference





- Overview of the TTX process
- Discussion of the TTX which included:
 - Potential communications gaps in the region that should be tested
 - Identification of what agencies should participate
 - Determine what the scenario(s) should entail to ensure all identified agencies would be drawn into the TTX
 - Agency participants (ex: dispatch supervisors, command, decision makers, etc)

Final Planning Conference

- Reminder that only Planners attend this meeting
- Reviewed the scenarios with the Planning Team
 - Ensured all participating agencies were engaged
 - Finalized any unresolved details regarding the exercise
 - Verified dates, times and location for the TTX
- Identified who should receive the TTX After Action Report (AAR)
- Reviewed which Players should attend and participate in the TTX
- Discussed logistics of the TTX (room layout, lunch and date/times)



Tabletop Exercise

- Sixty-nine players, observers and evaluators participated
- Situation Manuals (SITMAN) were provided to all Players and Observers.
- Participants were positioned in the room by roles and agencies:
 - Observers were grouped around the edge of the room
 - Players were grouped at tables by agency and/or function (Fire & EMS together)
 - Evaluators spread throughout the room taking notes
 - Facilitator up front running the meeting



Roles & Responsibilities

- Players respond to the situation presented based on current knowledge of response procedures, plans, cross-jurisdictional agreements, and communications capabilities
- **Observers** do not participate in exercise play during the moderated discussion period, instead take written notes of the jurisdictional, training and technological interoperability gaps noted during exercise play.
- **Evaluators** serve as subject matter experts and take written notes of observed communications successes, gaps and areas of uncertainty.
- Facilitator provides situation updates, moderates the discussion and keeps the exercise play focused.



Tabletop Exercise

Facilitator explained the Rules





- Set on the campus of Northern Arizona University (NAU)
 - Students are preparing for finals
 - Series of demonstrations have occurred with protest group,
 scheduled through Facebook
- Phase 1 Dispatch & Notifications
 - -911 callers report an explosion in a building on NAU Campus
 - » Windows blown out, possibly laboratory and office spaces damaged
 - » Callers report an unknown number of injuries.
- Phase 2 Initial Response & Assessment
 - First responders arrive on scene and report two fatalities & approximately six injured (injuries vary).
 - Witnesses report at least nine students unaccounted for.



 After each Phase a full group discussion was encouraged among all immediately impacted agency participants.



- The Facilitator kept the discussion focused on how communications would be achieved – interoperability, social media, PIO, etc
- Potentially impacted agencies were engaged to ensure their participation





- Paramedics initiate on-site triage efforts and law enforcement establish a perimeter.
- Officers report shots fired seconds later responders report two officers down

Phase 4

 Main road in and out of NAU is shut down due to vehicle and pedestrian traffic. Traffic is backing up into town

Phase 5

- Local communications are severely degraded due to the amount of use by students and local citizens. The Regional 911 center and University Police Dispatch are inundated with calls.
- Cell service is not working for emergency responders



- Phase 6 Secondary Response & Assessment
 - 911 callers report a vehicle leaving at a high rate of speed driver roughly matches the campus shooter.
 - The driver looses control down the I-40 and clips a tour bus full of Japanese tourists, overturning it. The bus blocks eastbound I-40.
 - The driver of the vehicle flees into the terrain from the scene
- Phase 7 Emergency Operations Centers (EOC)
 - County EOC and NAU EOC are both activated to address the additional resources that are needed for all incidents/scenes.







- Both dispatch centers are inundated with media requests. Media is enroute to both incident scenes.
- Rumor is that the Flagstaff and Campus Police Chiefs, already on campus for a meeting, were the two officers critically wounded in the shooting.
- The explosion and ensuing response were captured on mobile devices and were immediately posted to multiple social media sites.







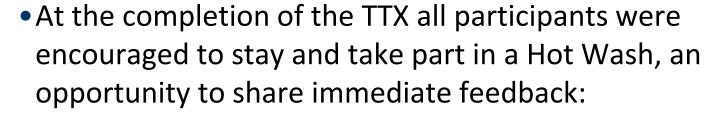
- Bus 40 riders, 20 injured, five deceased
- Local hospital is overwhelmed
- Driver remains at large and search continues.
- Highway horribly backed up
- Rescue activities continue on campus at the explosion site
- Additional public safety resources are required. State and federal agencies are engaging in the effort.
- Phase 10 Intelligence & Investigations
 - Public Safety sensitive radio transmissions are being scanned
 - Incident commanders are looking for secure ways to communicate



- Phase 11 Next Operational Period & Transfer of Command
 - Evacuations are mostly complete from the crash site
 - Explosion victims have been transported to local hospitals
 - Four students are still unaccounted for search & rescue continues
 - Driver is still outstanding search continues
 - Current rescue teams have worked through the night and need relief
 - next operational period begins



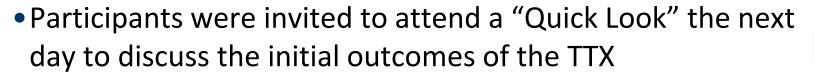
TTX Completion / Hot Wash





- Participants were pleased with the TTX and the opportunity to interact with so many different agencies
- Requested to do additional tabletop exercises and ensure all agencies were fully engaged
- Participants shared take-aways needing specific agency follow-up

Quick Look





- The Facilitator and Evaluators prepared a high level overview of the TTX, which was shared with the attendees
- Attendees were encouraged to provide feedback on the overview for the After Action Report

After Action Conference

 An electronic copy of the After Action Report was distributed to attendees from the prior meetings.



- All participating agencies were encouraged to attend to discuss this report.
- A few of the Successes:
 - Excellent multi-agency, multi-discipline participation in this exercise
 - Regional agency representatives quickly recognized the benefits of operating from a Unified Command structure.
 - Command personnel identified the need to co-locate their command structures in part to reduce the need for additional command-level radio communications.

After Action Conference

 Recommendations were made to improve regional interoperable communications proficiency when responding to an incident.



- Continue to collaborate as a region on implementing Unified
 Command structures for multi-agency incidents.
- Develop protocols to address dispatch center roles and responsibilities during significant incidents that heavily involve more than one dispatch center/PSAP.
- Designate a single cross-banded radio frequency (RF) talk path exclusively for direct communications among all PSAPs in the Coconino County region
- Program regional radios in accordance with the Arizona Interoperable Channels Plan - Priority Programming Guide which includes Arizona Interagency Radio System (AIRS) channels and appropriate national interoperability channels.

After Action Conference

- Detailed recommendations were included for review
- Final After Action Report was provided to the Emergency Manager for distribution to the stakeholders



Agencies that Helped Make This A Successful Exercise

Flagstaff PD - 911 Comm

Guardian Medical

Guardian Medical Transport

Highlands Fire Dept

ICTAP

Kaibab Natl Forest Comm

Kaibab Natl Forest/Sherwood Forest

Northern Arizona University (NAU)

NAU Admin

NAU Public Affairs

NAU, Center for Microbial

Genetics & Genomics

Ponderosa Fire Dept

Public Safety Interoperable

Communications (PSIC)

Sedona Police Dept

Sedona Fire Dept

Sherwood Forest Estates Fire

Summit Fire Dept

Williams Police Dept

Amateur Radio Emergency Services (ARES)	Flagstaff Fire Dept	NAU Emergency Management
American Red Cross	Flagstaff Police Dept	NAU Police Dept

Blue Ridge Fire District

Camp Navajo Fire Dept

Coconino County

Emergency Management

Coconino County Public Health

Coconino County Sheriff's Office

Coconino National Forest

AZ Dept of Public Safety (DPS)

DPS (Dept of Public Safety)

Emergency Management/CERT

Thank You!



Thank you to Robert Rowley and Ruthanne Penn for all of their coordination efforts.





Discussion; Questions? Thank You!

Robert Rowley

Coconino County Emergency Management



Public Safety Interoperable Communications Office